

THE EFFECT OF TRANSFORMATIONAL LEADERSHIP, WORK ENVIRONMENT AND ORGANIZATION COMMITMENT TOWARD JOB SATISFACTION TO INCREASE EMPLOYEES' PERFORMANCE OF WARMADEWA UNIVERSITY

Putu Sudiarta

Faculty of Economics of Management, Postgraduate Program, Warmadewa University, Denpasar, Bali

E-mail: sudiarta.putu@gmail.com

Abstrak

The Objective of this study is to identify the effect of transformational leadership, work environment and organizational commitment toward job satisfaction and employees' performance administration of Warmadewa University, Denpasar Bali. The research approach used was deductive quantitative approach focusing on formal and substantive theory. Hypotheses were formulated to be tested so as to empirical social reality about the employees' performance. Data collection methods used were questionnaires distributed using Likert scale at the rating interval between 1-5 scores. The sample of the research was 62 administration employees of Warmadewa University of Denpasar Bali as respondents involved in this research. The method of analysis used to determine the relationship between variables was structural model using the method PLS (Partial Least Square) with the aid of SmartPLS 2.0 software. Key research findings included: 1. Transformational leadership has a significant negative impact on job satisfaction, 2. Work environment has an important impact on job satisfaction, 3. Organizational commitment has an important impact on job satisfaction, 4. Transformational leadership has no significant impact on performance employees, 5. Work environment does not have an important impact on employees' performance, 6. Organizational commitment has an important impact on employee performance, 7. Job satisfaction has an important impact on employees' performance. Discussions on the results and research findings provided further with addressable suggestions, such as the importance of paying attention to transformational leadership patterns to align in encouraging job satisfaction and employees' performance

Keywords: *Transformational Leadership, Work Environment, Organizational Commitment, Job Satisfaction, and Employee Performance.*

I. INTRODUCTION

A. Background of Problem

Human resources are a very important factor in an organization of both large and small organizations. In large-scale organizations, human resources are seen as a crucial element in the business development process, the role of human resources becomes increasingly important (Tadjudin, 1995). The development of the organization will be realized maximally if supported by the existence of qualified human resources.

In today's global era, marked by the opening of a very tight business competition in all fields, including in the field of educational services (University). This becomes a challenge for the implementation of development for the Indonesian nation in all fields. Organizations are challenged to be able to improve the quality of human resources in order to have special expertise so as to compete in this era of globalization. On the other hand, job satisfaction and employee performance are considered as the key variables that impact on organizational performance. In a highly competitive global economy, organizations should seek to identify the factors that affect job

satisfaction and performance of their employees.

To be able to identify the performance of a person or organization, it is necessary to carry on performance measurement and determine what kind of performance appraisal system will be used for performance appraisal to achieve a fair assessment in the determination of reward and punishment for employees. Performance measurement is the process of recording and measuring the achievement of the implementation of activities in the direction of mission accomplishment through the results shown in the form of products, services or a process.

Leadership is one of the issues in management that is still very interesting to discuss until now. The mass media, both electronic and print, often present opinions and talks about leadership (Locke, 1997). The role of leadership is very strategic and important for the achievement of the vision, mission, goals and targets of an organization, this is one motive that encourages people to always investigate the details associated with leadership. The important role of the leader is the issue that has become the focus attracting

the attention of researchers in the field of human resources. Leaders play key role in formulating and implementing organizational strategies (Su'ud, 2000).

Job satisfaction is the impact or outcome of the effectiveness of performance and success in the work. Low job satisfaction in the organization is a sequence of 1) decreasing of task implementation, 2) increasing absenteeism, and 3) decreasing organizational moral (Yukl, 1989). While at the individual level, job dissatisfaction, associated with 1) a great desire to retire, 2) increased work stress, and 3) the emergence of various psychological and physical problems. Warmadewa University is a Private University in Denpasar which has 7 Faculties, 1 Postgraduate and 1 Head Office with 19 Study Programs.

The work environment can create a binding working relationship between people in their environment. Organization always tries to make work environment to become comfortable and conducive because it make the employees feel comfortable in the room and feel happy and eager to execute duty so that job satisfaction will be formed and employees' performance will also increase. In relation to the work environment, in the University of Warmadewa, Denpasar there is still a ineffective relationship between employees, this relationship is often inharmonious, especially in the division of tasks between existing units or the existence of mutual throwing tasks in providing services and this very quickly trigger disharmony between employees in the University of Warmadewa.

Organizational commitment is defined by some researchers as a measure of the power of identity and employee engagement in organizational goals and values. The commitment of Warmadewa University is still lacking, it can be seen from the lack of awards or compensation for the work of the employees, thereby causing low levels of employee moral to commit to the institution. The work of employees is often averaged with employees who are less active in carrying out their duties and functions so that employees who are committed and produce good work are affected and their moral is down.

Job satisfaction is a positive attitude toward work in a person. Basically job satisfaction is individual. Each individual will have different levels of satisfaction in accordance with the value system that applied to him. In terms of job satisfaction there are some things that concern the environment at Warmadewa University Denpasar, where the satisfaction is

still not felt by the employees, one of them is caused by the distribution of wage system or honorarium committee that is not fair. Another thing occurring in terms of job satisfaction is uncertainty of reward and punishment of employees who are active and and inactive in the presence.

The short explanation of the interrelationship between the several concepts suggests that the need to integrate some of the concepts to be studied (transformational leadership, work environment, organizational commitment,) as a predictor of job satisfaction and employees' performance. Given the importance of the problems mentioned above, and to address the above conditions, research related to "Influence Transformational Leadership, Work Environment and Organizational Commitment Job Satisfaction To Improve Employee Performance (Studies at Warmadewa University of Denpasar), was conducted "

Based on the description above, the research problem of concern in this study are the influence of transformational leadership on job satisfaction of administration staff, the work environment affect the job satisfaction of administration staff, the influence of organizational commitment to job satisfaction of administration staff, the influence of transformational leadership on the performance of administration staff, the work environment affect the performance of administration staff, the influence of organizational commitment to the performance of administration staff, and the influence of job satisfaction on the performance of administration staff of Warmadewa University of Denpasar.

Based on the formulation problems above, objectives of the study are to analyze the influence of transformational leadership of administration staff, the influence of work environment on job satisfaction of administration staff, the influence of organizational commitment to job satisfaction of administration staff, the influence of transformational leadership of administration staff, the influence of work environment of administration staff, the influence of organizational commitment to the performance of administration staff, and the influence of job satisfaction on the performance of administration staff of Warmadewa University of Denpasar.

The results of this study are expected to provide benefits to various parties. First is theoretical benefit. The result can enrich the

study of management, especially related to leadership, work environment, commitment, satisfaction and performance. Second is practical benefit. The results of this study provide meaningful input for the management of Warmadewa University of Denpasar regarding the perception of leadership, work environment, commitment, satisfaction and performance. In addition, by knowing what the most important in encouraging the performance of administrative employees, useful for the ranks of leaders at Warmadewa University in managing, maintaining, and developing the best talent owned to support the success of the organization in achieving goals can be provided. As a reference for future research, especially in developing the relationship between the concepts or variables studied in the research so that it can increase the enrichment for the development of the concept and the relationship with other concepts.

II. LITERATURE REVIEW

A. Leadership

It is worthy to be kept in mind that leadership is one of the important and fundamental things in the discussion of the progress of a group or organization.

Groysberg and Slind (2012) explain that the command-and-control approach to management in the last few years is diminishing and becoming less feasible. Siagian (1999) formulates leadership as an activity to influence the behavior of people to work together toward a particular goal they want together. In other words, leadership is the ability to influence groups to achieve the group's goals. Robbins and Coulter (2012) stated that, "Leadership is what leaders do. It is the process of leading the group and influencing it to achieve the goal."

Yukl, Gordon, and Taber (2002) describe a major problem in leadership theory and research on the lack of agreement on relevant and meaningful categories of behavior.

Fairholm and Fairholm, (2009) mentioned that there are four leadership thoughts that help in understanding the evolution of leadership studies, such as (1) Trait Theory - Theory of Nature (2) Behavior Theory - Theory of Behavior, (3) Situational Theory - Situational Theory, and (4)) the newly conceptualized Values Theory:

1. Trait Theory The first modern theoretical model examines the nature of the leader's character. Theory Nature is related to the capacity, talent, and nature of a leader

himself.

2. Theory of Nature. The second model in leadership studies is behavior. The Behavioral Theory has drawn attention since the mid-twentieth century, the reason being that by studying observable behavior it may be more operationalally useful than looking at the nature.
3. Situational Theory. Situational theory flows from the idea that behavioral theory is inadequate for the workplace and society is complicated because only certain behaviors are most useful in certain types of situations.
4. Value-Oriented Theory Called the "Leadership Value" a new body of growing research focuses on the values of good leaders and who serve as *raison d'être* for individual and group action. Thus, a leader encourages environmental values in which people have the freedom to think, feel comfortable talking about different values and aspirations, and can take action to realize their vision and values laden with feelings of no fear of persecution or retribution.

1. Transformational Leadership

The concept of transformational leadership was first introduced by Burns (1978) who wrote about the difference in "transformation 'and' transaction 'in a leadership concept.

Transactional leadership involves an exchange of relationships between leaders and followers so that followers receive a reward or prestige to comply with a leader's wishes. Transactional leadership includes rewards for contingent followers and management with the exception. Transformational leadership can be defined as a leadership style that heightens awareness of collective interests among members of the organization and helps them to achieve their collective goals. Conversely, transactional leadership focuses on promoting individual interests of leaders and their followers and achieving satisfaction of contractual obligations in the second part by establishing objectives and monitoring and controlling outcomes (Bass and Avolio, 2000). Transformational leaders provide inspiration by motivating their followers, especially through high expectations communication (García-Morales et al, 2012). Transformational leadership has been consistently claimed to be more effective than other leadership styles. This transformation takes place through individual interaction between leaders and subordinates, and in particular through the way in which

transformational leaders communicate with subordinates (McColl-Kennedy and Anderson, 2002).

2. Dimension of Transformational Leadership

In the original formulation, Bass (1985) factor structure including four transformational forms, namely: leadership factor; charisma, inspirational motivation, intellectual stimulation, and individual considerations. The dimension of charisma has subsequently come to be known as the ideal influence. Ideal influence is defined as the extent to which leaders behave in a way that allows followers to identify themselves with leaders. The most widely referred transformational leadership density is according to Bass and Avolio (2000) as follows:

- 1) *Idealized influence*
- 2) *Inspirational motivation*
- 3) *Intellectual simulation*
- 4) *Individualized consideration*

B. Work Environment

The problem of work environment in an organization is very important, in this case required the existence of arrangement and arrangement of work environment factors in organizing organizational activity.

A conducive working environment can improve employee performance and vice versa, inadequate work environment will decrease employee performance. Basically the environment is the institutions or forces beyond which potentially affect the performance of the organization (Robbins, 2006), then the environment is divided into two types, namely the general environment and special environment. The general environment is anything outside the organization that has the potential to affect the organization, in the form of social and technological conditions. While the special environment is part of the environment that is directly related to the achievement of the goals of an organization. Basuki and Susilowati (2005) describe the work environment is anything that is in the environment that can affect either directly or indirectly a person or group of people in carrying out its activities. Cameron (1994) in Barnett (1997) defines the work environment as:

- 1) Objective patterns of behavior or working conditions

- 2) Patterns of attitudes and behaviors that are felt related to the environment
- 3) The values and beliefs underlined from the organization or its members. According to Mangkunegara (2005) work environment in question, among others, a clear job description, challenging work targets, effective communication patterns work, work climate and facilities that are relatively adequate work.

From the opinion of experts can be concluded that the work environment is everything exists around employees at work both physical and nonphysical that can affect employees while working. If a conducive working environment then employees can be safe, comfortable and if the work environment does not support the employees can not be safe and comfortable.

1. Factors Affecting the Work Environment

Work environment factors are categorized as external or internal parts of an organization. External factors are those drives or obstacles that are beyond the control of the organization. Conversely, factors within the organization are the drives and obstacles that are within the control of the organization.

Problems related work environment has been studied extensively, especially in determining the office. In the last few years according to Rasila (2012), research on working environment concentrated more on studying the problems of open plan office solution.

2. Work Environment Dimension

The review of McCusker et al (2005) on the performance of the nursing work environment scale, adapted for use in non-nursing staff. Four scales that are empirically derived from measurement of:

- 1) supervision support;
- 2) team-work;
- 3) professionalism; and
- 4) interdisciplinary relationships.

The four proposed scales are empirically tested in measuring the meaningful aspects of the work environment that are important in determining overall satisfaction with the work environment and related to service quality.

Meanwhile, according to Robbins-Coulter (1999) the environment is formulated into two, covering the general environment and special environment.

- 1) General Environment Everything outside the organization has the potential to influence the organization. This environment is in the form of social conditions and technological conditions.
- 2) Specific Environment A special environment is the part of the environment directly related to the achievement of the goals of an organization that can influence itself in carrying out the tasks charged.

C. Organizational Commitment

According to Mowday et al, (1982) organizational commitment is a strong belief in organizational values and goals, a willingness to make extra efforts in order to remain a member or part of the organization. McNeese-Smith (1996) defined commitment as a measure of the power of employee identification to engage in organizational goals and values. Yousef (2000) argued that workers with high commitment will tend to be more in line with the goals and values of the organization, willing to give more effort to the organization and work to provide benefits to the organization. This shows that employees with high commitment will be responsible in their work. Commitment to the organization is established when each individual develops three interconnected attitudes toward the organization (Morrow et al, 1988):

- 1) Understanding or appreciation of corporate goals (identification).
- 2) Feelings involved in a job (involvement), work is fun.
- 3) The feeling of loyalty, the company is a place of work and a place to live. Meyer and Allen are referred to as research leaders in the field of organizational commitment in which they present a multidimensional view of organizational commitment.

1. Organizational Commitment Dimension

Meyer et al. (1991) classifies the multidimensional of organizational commitment into three component models, i.e.:

- a) Affective Commitment
- b) Continuance Commitment
- c) Normative Commitment

D. Job satisfaction

Job satisfaction is a positive attitude toward

work in a person. Basically job satisfaction is individual. Each individual will have different levels of satisfaction in accordance with the value system that applies to him. Job satisfaction is an interaction between employees and their work environment by measuring the compatibility between what employees want from their work and what they feel they are receiving. Job satisfaction is an effectiveness or an emotional response to various aspects of work (Kreitner and Kinicki, 2003). This definition cannot be construed as a single concept. Robbins (2006) defines job satisfaction as an individual's general attitude toward his job, the difference between the amount of rewards a worker receives and the amount they believe they should receive.

Robbins (2006) states that people in carrying out their work are influenced by two factors that are needs, namely:

- 1) Maintenance Factors (Maintenance Factors) are the maintenance factors that are related to the nature of human beings who want to get the physical tranquility. This health needs according to Herzberg is a continuous need, because this need will return to zero after being met.
- 2) Motivation Factor is a factor that concerns a person's psychological needs that is perfect feeling in doing the job. This motivational factor is related to rewards towards the person who is directly related to the job.

1. Dimension of Job Satisfaction

Kreitner and Kinicki (2003) mentioned a prominent job satisfaction model that would be categorized based on the cause and can be used as a measure of job satisfaction, namely:

- a) Meeting the needs, explaining that satisfaction is determined by the characteristics of a job allows an individual to meet his needs.
- b) Mismatch, explaining that satisfaction is the result of fulfilled expectations. The fulfilled hope represents the difference between what an individual is expecting from a job, when expectations are greater than those received, one will be dissatisfied.
- c) Achieving value, explains that satisfaction comes from the perception that a job allows for the fulfillment of the important work values of an individual.
- d) Equation explains that satisfaction is a function of how an individual is treated fairly in the workplace.

There are five dimensions that reflect important characteristics of work that employees respond to effectively, namely the *job itself, salary, promotional opportunities, supervision and colleagues*. It was then that Luthans (2006) described in his book organizational behavior in detail as a dimension of the occurrence of a job satisfaction, and was the development of the previous three dimensions.

C. Employees' Performance

Performance is a condition that must be known and informed to certain parties to know the level of achievement of an agency results related to the vision of an organization and to know the positive and negative impact of an operational policy taken. Performance is defined as a contribution to the organization's final outcomes in relation to the spent resources (Bain, 1982) and should be measured by qualitative and quantitative indicators (Belcher, 1987, Cohen 1980). Performance according to Big Indonesian Dictionary is something to be achieved, achievement shown and work ability. Performance is used by management to conduct periodic assessment of operational effectiveness of an organization and employees based on predetermined targets, standards and criteria. Bass and Avolio (1990) explain that in formal organizations, the performance of employees individually or in groups depends on their efforts and the direction and competence and motivation to demonstrate the expected performance to achieve goals based on their position within the system (Alimuddin, 2002). Employee performance refers to employee performance is measured by the standards or criteria that have been established by the company. Performance can increase employee satisfaction in high performing organizations over low-performing organizations (Ostroff, 1992).

1. Development of Employees' Performance Concept

Lawler and Porter declared job performance as a "successful role achievement" that a person derives from his actions. Usually people with high job performance are called productive people, and conversely people who do not reach the standard level, said to be unproductive or low performance. Campbell describes performance as: "behavior or action that are relevant to the goals of the organization".

From the Campbell definition, three ideas that can be further explored in extending this

definition include the following: (1) work performance must be defined in terms of behavior rather than outcomes; (2) performance only encompasses a person's behavior relevant to organizational goals, and (3) performance is multidimensional. Viswesvaran and Ones (2000) define performance as "the measurable action, results and behavior of employees involved in or bringing about it in relation to and contribute to organizational goals". From some of the descriptions above illustrates that performance theories are generally outlined in the section to describe how performance, especially in different types of work, with various performance antecedents combined to produce performance and work.

2. Employees' Performance Dimension

Employee performance refers to the quality of work performed by employees in their implementation of the process of achieving the goals set by the company. Aspects in employee performance are as follows:

- a) Stay proactive in the work approach.
- b) Helpful from surveillance.
- c) Feeling bound to serve clients.
- d) Good relationships with other staff.
- e) Demonstrating core skills and knowledge work activities.
- f) Shows good work habits.
- g) Having a positive attitude in the job.

While in opinion Bernardin and Russel's performance of employees can be measured using the following six criteria, namely:

- a) Quality
- b) Quantity
- c) Timeliness
- d) Cost effectiveness
- e) Need for supervision
- f) Interpersonal impact

F. Relationship of Leadership, Work Environment and Organizational Commitment to Job Satisfaction

Griffith (2004) examines the effects of transformational leadership of the principal on the turnover and job satisfaction of school employees. The research findings indicate that the principal's transformational leadership does not directly impact on employee turnover, but the impact of leadership on the turnover can work through employee job satisfaction at

school.

Griffin (1980) in conducting research on manufacturing companies division of large multinational corporations, about leadership attitudes are: participative style, achievement orientation style, directive style, supportive style, and caregiver style, related to task forms such as job satisfaction and employee performance. And found a positive correlation between the attitude of leadership with job satisfaction and employee performance.

Lok and Crawford (2004) examined the relationship of leadership style to job satisfaction and organizational commitment, with a sample comparison between Hong Kong and Australia. There was found a significant relationship between innovative style and supportive style with job satisfaction and organizational commitment. While the bureaucratic style there is no significant relationship. Quey-jen Yeh (1996), his research analyzed the relationship between leadership style and job characteristics. Supportive styles and directive styles have significant relationships with job characteristics such as skill variation, task identity, task significance, autonomy, feedback from work and from agents, and motivate potential printing (achievement)

Choi et al (2013) in his research aims to examine the perception of nurses as the forefront of the hospital's spearhead of their work environment associated with the results of nurses in terms of job satisfaction and intent to move. Job satisfaction and organizational commitment are related, but both are distinguishable attitudes. Job satisfaction is associated with an effective response to the work environment immediately, whereas organizational commitment is more stable and durable. Workers may only temporarily disagree with their work, but remain committed to the organization. William and Hazzar (1986) show a reciprocal relationship between organizational commitment and job satisfaction, while Curry et al. (1986) showed no causal link between job satisfaction and organizational commitment or vice versa. In research Tobing (2009) aims to test one of the influence of organizational commitment to job satisfaction and employee performance. By taking 144 *PTPN III* employees in North Sumatra as respondents to the research, Tobing's findings generally show that each dimension of organizational commitment (affective, continuous, and normative) can affect employee satisfaction levels.

G. Relationship Leadership, Work Environment, Organizational Commitment and Job Satisfaction Against Employee Performance

Alimuddin (2002) conducted a study to determine the effect of leadership style (instruction, consultation, participation and delegation) on employee performance. The hypothesis proposed is: there is influence of leadership style (instruction, consultation, participation, and delegation) on employee performance; The results of data analysis show: there are influence of leadership style (instruction, consultation, participation and delegation) on employee performance. While Pradhan and Pradhan (2015) have tested 480 IT professionals in India, looking at the impact of transformational leadership and affective commitment to the contextual performance shown. Compared to affective commitment, the effects of transformational leadership on employee contextual performance are found to be greater. This shows the importance of the leader's role in encouraging employee performance within the organization. This Pradhan and Pradhan (2015) study supports the meta-analysis by Wang et al (2011) which shows that transformational leadership is positively related to individual level performance across the different types of criteria employed. This relationship was found to be stronger for contextual performance compared to task performance or role-appropriate performance across the studies studied in its meta-analysis. Yousef (2000) argues that an employee with a high level of commitment will be more likely to adapt to the goals and values of the organization, willingness to give more effort to the organization and seek to benefit the organization. This shows that employees with high commitment will be more responsible in their work. So that committed employees will certainly be better able to display a good level of performance. Abdul Kadir (2005) conducted a study on 34 drug distributors in Malang. The sample used is 155 respondents through purposive sampling technique. Variables used are organizational justice, organizational culture, salary satisfaction, organizational commitment as independent variable and employee performance as dependent variable. The results obtained by organizational justice, organizational culture, salary satisfaction, organizational commitment have a positive effect on employee performance.

III. THINKING, CONCEPTUAL FRAMEWORK AND RESEARCH HYPOTHESES

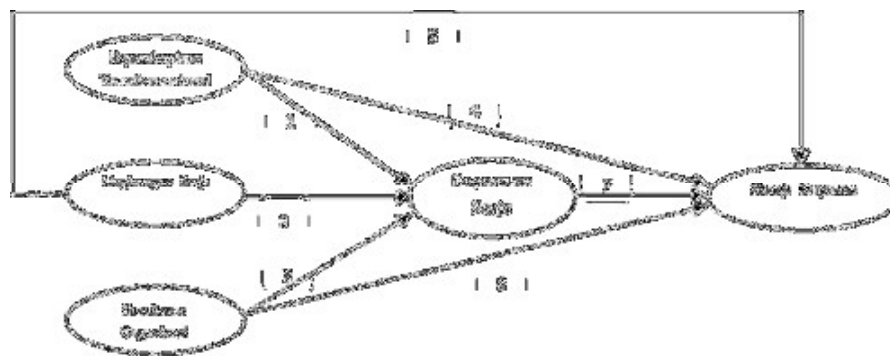
A. Thinking Framework

In the operation of a company or organization is very necessary once the labor, which is one of the most decisive assets in a company or organization that will lead the company or organization to its main purpose. So it is necessary attention by the company to this workforce due to the lack of a reliable workforce goals to be achieved would be impossible to achieve. The purpose and objective of this research is to give solution and to solve about decreasing job satisfaction and employee performance by holding on to organizational commitment factor, beside that researcher also try to add work environment factor and leadership style. The purpose of this

study is to provide an overview of the problem of job satisfaction and employee performance at Denpasar Warmadewa University, linked to their perception (employee) on the leader, work environment, and perceived loyalty.

B. Conceptual Framework.

Based on the study of the above literature that becomes the influencing variable (independent variable) is the style of leadership, work environment and organizational commitment, while the dependent variable (variable dependent) is job satisfaction and employee performance. then compiled a framework of theoretical thinking which states the influence between the variables in this study, for more details the theoretical framework is illustrated in the picture below:



Picture 1
Research Conceptual Framework

Source:

- 1) Walumbwa *et al* (2005), Griffith (2004), Lok dan Crawford (2004), McColl-Kennedy dan Anderson (2002), Ogbonna dan Harris (2000), Griffin (1980).
- 2) Choi *et al* (2013), Rasila (2012), Zagenczyk *et al* (2008), McCusker *et al* (2005), Rossberg *et al* (2004), Wright dan Davis (2001), Barnett (1997).
- 3) Tobing (2009), Elangovan (2001), William dan Hazer (1986), Curry *et al* (1986).
- 4) Pradhan dan Pradhan (2015), Bacha (2014), Wang *et al* (2011), Walumbwa dan Hartnell (2011), Masi dan Cooke (2000).
- 5) Choi *et al* (2013), Rasila (2012), Ripley *et al* (2006), Olson dan Borman (1989).
- 6) Melián-González (2016), Dharmanegara, Sitiari, Adelina (2016), Pradhan dan Pradhan (2015), Tobing (2009), Mathis dan Jackson (2009), Suliman (2002), Suliman dan Iles (2000), Yousef (2000), Benkhoff (1997), Shore dan Martin (1989).
- 7) Melián-González (2016), Dharmanegara, Sitiari, Wirayudha (2016), Dharmanegara, Sitiari, Adelina (2016), Mathis dan Jackson (2009), Saari dan Judge (2004), Morrison (1997), Ostroff (1992), Shore dan Martin (1989), Iaffaldano dan Muchinsky (1985), Griffin (1980).

The conceptual framework used in measuring the construct of determining the indicator or concept on each variable in this section is an effort to form an indicator of a previously described variable. Conceptual variables need to be done to assist measurement techniques and facilitate observations in data collection in the field.

C. Development of Research Hypothesis

- H₁: Transformational leadership has a significant positive effect on the job satisfaction of Warmadewa University administration staff.
- H₂: Work environment has a significant positive effect on job satisfaction of Warmadewa University administration staff.

- H₃: Organizational commitment has a significant positive effect on job satisfaction of Warmadewa University administration staff.
- H₄: Transformational leadership has a significant positive effect on the performance of administrative employees Warmadewa University.
- H₅: Work Environment has a significant positive effect on the performance of the administrative staff of Warmadewa University Denpasar.
- H₆: Organizational Commitment has a significant positive effect on the performance of the administrative staff of Warmadewa University Denpasar.
- H₇: Job satisfaction has a significant positive effect on employee performance of Warmadewa University Denpasar administration.

D. RESEARCH METHOD

The approach used in this research was deductive quantitative approach. The quantitative research process that is deductive described by Sugiyono (2009) is, "Quantitative research method starts from something that is abstract, focused with formal theory, middle range theory, substantive theory, then formulated hypotheses to be tested so as to empirical social reality or concrete events".

The research was conducted with the aim of hypothesis about the influence of transformational leadership, work environment and organizational commitment to job satisfaction to improve employee performance Administration at Warmadewa University Denpasar.

1. The scope of research

This research was conducted at Denpasar Warmadewa University to know the influence of transformational leadership, work environment and organizational commitment to job satisfaction to improve the performance of administrative staff.

2. Variable Identification

The exogenous variable (independent variable) in this study is transformational leadership (X1), work environment (X2) and organizational commitment (X3) while the endogenous variable is job satisfaction (Y1) and employee performance (Y2).

3. Definition of Operational Variable

The use of operational definitions to measure concepts is used to answer research problems. To measure a concept, it must be measured is the meaning or conception of the concept, which must be revealed through a clear definition.

- 1) Transformational Leadership Variables (X₁)
 - a. The Transformational Leadership Indicator used in this research is:
 - b. Intellectual Stimulation (X_{1.1})
 - c. Individual Consideration (X_{1.2})
 - d. Inspirational Motivation (X_{1.3})
 - e. Idealist Influence (X_{1.4})
- 2) Work Environment Variable (X₂) Work Environment Indicators used in this research are: - Object-oriented perception (X_{2.1})
 - a. System-oriented perception (X_{2.2})
 - b. People-oriented perceptions (X_{2.3})
 - c. Territorial-oriented perception (X_{2.4})
- 3) Organizational Commitment Variable (X₃) Indicator of Organizational Commitment used in this research is:
 - a. Affective Commitment (X_{3.1})
 - b. Continuous Commitment (X_{3.2})
 - c. Normative Commitment (X_{3.3})
- 3) Job Satisfaction Variable (Y₁) Job Satisfaction Indicator used in this research are:
 - a. Satisfaction with salary. (Y_{1.1})
 - b. Satisfaction with promotion. (Y_{1.2})
 - c. Satisfaction with colleague. (Y_{1.3})
 - d. Satisfaction with supervisor. (Y_{1.4})
 - e. Satisfaction with the work itself
 - f. (Y_{1.5})
- 3) Employee Performance Variable (Y₂) Employee Performance Indicators used in this study are: - Level of quality of work (Y_{2.1})
 - a. Level of ductility and endurance work (Y_{2.2})
 - b. Level of discipline and absenteeism (Y_{2.3})
 - c. Level of cooperation among co-workers (Y_{2.4})
 - d. Level of responsibility will be the result

of his work ($Y_{2.5}$)

e. Level of initiative/creativity owned ($Y_{2.6}$)

4. Data Collection Method

Data needed in this research is data about employee perception about the influence of leadership style, work environment, organizational commitment to job satisfaction and employee performance. The data collection in this research was done in several ways:

Interviews to related parties. b. Conduct direct observation to the research location. Provide questionnaire/questionnaire to the parties concerned.

5. Data Typ

a. According to the source

Primary Data

Primary data is research data obtained directly from original source and data collected to answer research questions in accordance with the wishes of researchers (Fuad Mas'ud, 2004). This primary data is specifically collected for ongoing research needs. Primary data in this research is data about social profile and identification of respondent, containing respondent's data relating to respondent identity and social condition such as: age, position, last education, and years of work of all employees at Warmadewa University.

Secondary Data

Fuad Mas'ud (2004) states that secondary data is data which is the source of research data obtained by researchers indirectly through intermediaries (obtained and recorded by other parties). Secondary data are generally in the form of evidence, records or historical reports that have been compiled in published and unpublished documentary (documentary) files. Secondary data in this study include: data from Warmadewa University of Denpasar on data of employee number and employee absenteeism.

b. According to Its Nature

Qualitative Data. That is data that is not in the form of numbers and can not be calculated for example data of interview result.

Quantitative data, ie data in the form of numbers and can be calculated systematically for example data on the number of employees and the level of attendance.

6. Population and Sample of Research Data

Method of Calculating Number of Research Sample

The next step after determining the type and source of data is to determine the target to be surveyed ie the target population. The target population is a group of people who have knowledge and views and are able to respond to the survey content. Population is the sum of all objects (units / individuals) whose characteristics are to be expected (Djarwanto and Pengestu, 1998). The population is the administrative staff at Warmadewa Denpasar University taken from 7 Faculties, 1 Postgraduate and 1 head office with 19 courses with 162 employees. The selected population is the administrative staff of Denpasar Warmadewa University working full time to provide services. The sample according to Indriantoro and Supomo (2002) is part of the population intended to be studied. To determine the number of samples to be used in this study is the formula Slovin (Umar, 2000).

Method of Sample Determination

Determination of the sample in this study using Stratified Proportional Random Sampling is the determination of the sample by selecting respondents randomly from each - grouping of administrative employees of 7 Faculties, 1 Postgraduate and 1 head office with 19 courses.

The method of selecting respondents is by simple random sampling of respondents (sweepstakes) the number of members or the size of the sample is set by 62 respondents. The distribution of sample quantities for each unit of the administrative staff at Warmadewa University was taken based on the calculation of the total population in each unit divided by the total population, then the result multiplied by the desired number of samples for more details as for the number of samples from each type of labor.

7. Research Instruments

The instrument used in this study is a questionnaire, the data collection with a series of questions written to the respondents about the variables to be studied.

8. Test Validity and Reliability Instrument

Validity test

Validity test is conducted to determine the level of ability of an instrument or data gathering tool in uncovering something that is the main target of measurement conducted. An instrument is said to be valid, if the instrument is able to measure what should be measured and

able to uncover what it wants to be revealed (Sutrisno Hadi, 1993).

Test Reliability

Test Reliability is actually a tool to measure a questionnaire that is an indicator of a variable or construct. A questionnaire is said to be reliable or reliable if one's response to a statement is consistent or stable over time. (Ghozali, 2005).

9. Data analysis method

Descriptive Analysis

This analysis is used to describe the character of respondents viewed from several variables that are studied concerning: respondent's perception of leadership style, work environment, organizational commitment, job satisfaction and performance. Description of each indicator written with the value of frequency and average value, then will be obtained picture perception of respondents to the indicators in reflecting a variable.

Inferential analysis

To analyze the relationship between variable in this research are leadership style, work environment, organizational commitment, job satisfaction and employee performance, in analyzing the influence of exogenous variables with endogen in this research using Partial least Square. Therefore this method is known to be practical and does not require many assumptions including normal distribution assumptions. In addition, this method is very popularly used in complex research supported by a low theory (Umiarso and Gozali, 2010). According Solimun (2008), PLS is a method of analysis that can be applied to all data skala, does not require many assumptions and sample size should not be large. In addition can be used to confirm the theory of PLS can also be used to build relationships that have no theoretical basis.

The complete model is done with the steps below:

Analysis Model of measurement or outer Model

For reflective indicators, the measurement model will be demonstrated through convergent validity and discriminant validity. The result of the convergent validity measurement will be shown through the outerloading coefficient of the indicator to the contrast variable. The indicator is said to be valid if the outerloading

coefficient is above 0.60. Discriminability measurements will be shown through the AVE coefficient roots (Average Variance Extracted) of each variable with other variables. The measurement model is said to be reliable if the AVE root shows greater value than the correlation value between the variables in the research model.

Analysis of Structural Model or inner model

This analysis shows the relationship of variable antar according to the theory study and support of previous research results. The measurement of this model is done through several ways: by analyzing the coefficients of R-Square (R^2), Predictive relevance (Q^2), and Goodness of Fit (GoF).

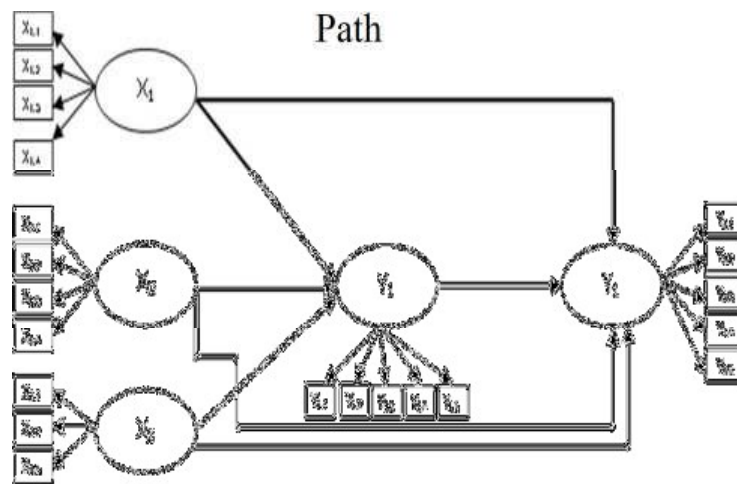
- 1) *R-Square* (R^2) It is a coefficient showing substantive contributors between exogenous variables to endogenous variables in the research model. The size of the coefficient R^2 shows the size of the effect of exogenous variables on the endogenous variable.
- 2) Predictive relevance (Q^2) A method used to evaluate how well the observed values generated by the research model. Coefficient Q^2 ranges from 0 to 1, getting closer to nilai 1 shows the value of observation to produce a better model and vice versa close to the value 0 it will produce a bad model. Structural model of PLS predictive approach evaluated with R^2 for dependent constructs, Q^2 test for predictive relevance.
- 3) Goodness of Fit (GoF) This shows the level of accuracy of models built on the overall research variables. The Goodness of Fit (GoF) coefficient has a susceptible value from 0 to 1, which forces that the value of 1 Goodness of Fit (GoF) coefficient means that the model indicates a higher level of precision, the opposite goes further than 1 or closer to 0, then the model declared the level of accuracy is getting weaker.

Constructing a Path Diagram

The Path diagram shows the flow of causal relationships between exogenous variables and endogenous variables, where the existing causal relationship is a justification of an existing theory and then the concept is visualized into the image making it easier to understand. Box-

shaped images show manifest variables or empirical indicators while the rounded image is

a latent or construct variable consisting of endogenous and exogenous variables.



Picture 2
Model of Research framework with Diagram

IV. RESEARCH RESULT FINDING & DISCUSSION

A. Overview

The research conducted here is by collecting data through the survey on permanent employees and contracts of administrative staff of Warmadewa University. Where the primary data obtained directly through the responses of respondents to the questionnaire that has been distributed and then analyzed in descriptive and inferensial.

B. Characteristics of Respondents

The approach used in this research is descriptive analysis. It is known that employees at the University of Denpasar Warmadewa dominated female employees. with the amount of 56.45% of all employees who were the respondents. While the male employees are 27 persons or 43.55% of the total employees who were the respondents in this study. The majority of employees who were the respondents in this study were employees aged 46 years and above or 43.55%. Employees with these age ranges are the most numerous who work as Administration employees. While the smallest number is aged between 27 to 36 years of 6 people or 9.68%. Viewed from the period of work, the majority of employees who were the respondents in this study are employees who work with working period of 20 years and over as many as 35 people or as much as 56.46%. Of the total respondents as many as 62 majority employees have a high school education background of 31 people or 50%. The background of undergraduate education as

much as 26 people or 41.94%, diploma education background of 2 people or 3.23% and Postgraduate education background of 3 people or 4.84%.

C. Descriptive Statistic Analysis

Descriptive statistics provide an overview of respondents' perceptions of the variables observed in the study. In this case the research variables described are transformational leadership variables (X_1), Work Environment (X_2), Organizational Commitment (X_3), Job Satisfaction (Y_1), Employee Performance (Y_2).

D. Test of Validity and Reliability of Research Instruments

1. Instrument Validity test

An instrument is said to be valid if, the instrument is capable of measuring what should be measured according to a particular situation and purpose. The most widely used way of measuring the validity of a measuring instrument is by correlating between the scores obtained on each indicator by the total score using Pearson correlation (r) with the provision if the Pearson correlation value between each indicator with the total score positive and more big is equal to from 0.30 then the statement in the questionnaire is valid. This validity test is seen on r count on the output corrected item-total correlation compared to the critical r value of 0.30. In this study, tested the validity of the respondents of the research ie employees, especially on 62 administrative employees in the University of Denpasar Warmadewa taken

as respondents research. The results of the validity test can be seen in the following table:

Table 1
Results of Instrument Validity Testing

Variable	Indicator	Description	r	Cut Off	details
Transformational Leadership (X ₁)	X _{1.1}	Intellectual Stimulation	0,784	≥ 0,300	Valid
	X _{1.2}	Individual Consideration	0,667	≥ 0,300	Valid
	X _{1.3}	Inspirational Motivation	0,703	≥ 0,300	Valid
	X _{1.4}	Idealist Effect	0,547	≥ 0,300	Valid
Work Environment (X ₂)	X _{2.1}	Object Orientation	0,488	≥ 0,300	Valid
	X _{2.2}	System Orientation	0,712	≥ 0,300	Valid
	X _{2.3}	People Orientation	0,450	≥ 0,300	Valid
	X _{2.4}	Territorial Orientation	0,588	≥ 0,300	Valid
Organizational Commitment (X ₃)	X _{3.1}	Affective Commitment	0,604	≥ 0,300	Valid
	X _{3.2}	Continuant Commitment	0,497	≥ 0,300	Valid
	X _{3.3}	Normative Commitment	0,418	≥ 0,300	Valid
Job Satisfaction (Y ₁)	X _{1.1}	Satisfaction with Salary	0,610	≥ 0,300	Valid
	X _{1.2}	Satisfaction with Promotion	0,663	≥ 0,300	Valid
	X _{1.3}	Satisfaction with Co-workers	0,709	≥ 0,300	Valid
	X _{1.4}	Satisfaction with Supervisor	0,626	≥ 0,300	Valid
	X _{1.5}	Satisfaction with the Job	0,597	≥ 0,300	Valid
Employees' Performance (Y ₂)	X _{2.1}	Degree of Job Quality	0,631	≥ 0,300	Valid
	X _{2.2}	Degree of Endurance and Tenacity	0,647	≥ 0,300	Valid
	X _{2.3}	Degree of Discipline and Presence	0,304	≥ 0,300	Valid
	X _{2.4}	Degree of Cooperation among Co-workers	0,412	≥ 0,300	Valid
	X _{2.5}	Degree of Accountability on the Work Result	0,501	≥ 0,300	Valid
	X _{2.6}	Degree of Initiative and Creativity	0,412	≥ 0,300	Valid

Source: Primary data processing results, (2016).

Results of validity test are valid if *r*hitung is minimum 0.3 or *r*hitung is greater than *r*tabel. Result of validity test from each indicator on known variable of correlation coefficient obtained from result of correlation coefficient calculation (*r*_{xy}) all have *r*hitung bigger than 0,3. Then it can be concluded that all the questions of each variable declared valid.

2. Instrument Reliability Test

Reliability is a benchmark that indicates that

a tool used for measuring is reliable or reliable. So a measurement that has a high reliability means it can provide reliable results. This test uses internal consistency reliability, ie by calculating Alpha Cronbach's, constructs or variables. Constructs or variables are said to be reliably if they have alpha values above 0.60 and vice versa (Imam Ghozali, 2005). Based on the calculation of results, reliability testing can be presented as in the following table:

Table 2
Instrument Reliability Test Result

Constructs / Latent Variables	Cronbach's Alpha Coefficient	Cut Off Reliability	Details
Transformational Leadership style (X ₁)	0,835	0,60	Reliable
Work environment (X ₂)	0,747	0,60	Reliable
Organizational commitment (X ₃)	0,677	0,60	Reliable
Job Satisfaction (Y ₁)	0,833	0,60	Reliable
Employees' performance (Y ₂)	0,738	0,60	Reliable

Source: Primary Data Analysis, (2016)

The results of the reliability test in Table 2 above show the reliability coefficient of Cronbach's Alpha for the Transformational Leadership Style (X₁) variable of 0.835; Working Environment (X₂) variable is 0,747; Organizational Commitment (X₃) variable is 0,677; variable of job satisfaction (Y) equal to 0,833 and variable Employee Performance (Y₂) equal to 0,738. From the above results it shows that all variables have Cronbach's Alpha value above 0.60 where it can be concluded that the question items in the questionnaire have been

reliable in terms of this questionnaire can be used in other studies in the context of objects and different times.

E. Inferential Statistics Analysis

1. Evaluation of Outer Model (Measurement Model)

In relation to indicators which form latent variables in this study are reflexive, the evaluation of measurement model

(measurement *model/outer model*), untuk mengukur validitas dan reliabilitas indikator-indikator tersebut adalah : a) *convergent validity*, b) *discriminant validity*, dan c) *composite reliability* dan *cronbach alpha*.

a. Convergent Validity

Convergent validity is a criterion in measuring the validity of reflexive indicators. This evaluation is done through examination of the outer loading coefficient of each indicator to the latent variable.

Table 3
Value of Outer Loading Estimated Model

Variable	Indicator	Description	Loading Factor	t statistic	details
Transformational Leadership (X ₁)	X _{1.1}	Intellectual Stimulation	0,948	42,745	Signed
	X _{1.2}	Individual Consideration	0,857	14,311	Signed
	X _{1.3}	Inspirational Motivation	0,797	9,077	Signed
	X _{1.4}	Idealist Effect	0,511	3,052	Signed
Work Environment (X ₂)	X _{2.1}	Object Orientation	0,800	17,115	Signed
	X _{2.2}	System Orientation	0,859	20,059	Signed
	X _{2.3}	People Orientation	0,625	5,640	Signed
	X _{2.4}	Territorial Orientation	0,740	7,832	Signed
Organizational Commitment (X ₃)	X _{3.1}	Affective Commitment	0,806	6,240	Signed
	X _{3.2}	Continuant Commitment	0,625	4,025	Signed
	X _{3.3}	Normative Commitment	0,863	18,150	Signed
Job Satisfaction (Y ₁)	X _{1.1}	Satisfaction with Salary	0,790	17,542	Signed
	Y _{1.2}	Satisfaction with Promotion	0,792	15,944	Signed
	X _{1.3}	Satisfaction with Co-workers	0,807	15,145	Signed
	X _{1.4}	Satisfaction with Supervisor	0,753	14,068	Signed
	X _{1.5}	Satisfaction with the Job	0,755	14,782	Signed
Employees' Performance (Y ₂)	X _{2.1}	Degree of Job Quality	0,771	8,168	Signed
	X _{2.2}	Degree of Endurance and Tenacity	0,627	2,670	Signed
	X _{2.3}	Degree of Discipline and Presence	0,548	5,102	Signed
	X _{2.4}	Degree of Cooperation among Co-workers	0,740	7,245	Signed
	X _{2.5}	Degree of Accountability on the Work Result	0,553	3,138	Signed
	X _{2.6}	Degree of Initiative and Creativity	0,621	6,154	Signed

Results Source: Primary data processing results, (2016)

In Table 3, therefore, all outer loading value > 0.60 except X1.4 are 0.51, Y2.3 of 0.54 and Y2.5 values of 0.55, but according to PLS principles they can be recommended to be used in the analysis, besides that the entire outer loading value is significant at the 0.05 level, then all indicators have fulfilled the convergence validity requirements.

b. Discriminant Validity

Measurement of the validity of the indicators that make up the latent variables can also be done through discriminant validity. Discriminant validity can be done by comparing the AVE Root coefficient (AVE or Square root

Average Variance Extracted) of each variable with the correlation value between the variables in the model. Discriminant Validity The measurement of the validity of the indicators that make up the latent variable can also be done through discriminant validity. Discriminant validity can be done by comparing the AVE Root coefficient (AVE or Square root Average Variance Extracted) of each variable with the correlation value between the variables in the model. A $\sqrt{\text{AVE}}$ variable is said to be valid, if the AVE root (AVE or Square root Average Variance Extracted) is greater than the correlation value between the variables in the research model (Lathan and Ghazali, 2012: 78-79), and AVE is greater than 0.50.

Table 4
Discriminant Validity Test

Construct	AVE	√AVE	Job Sat.	Trans.Le adr.	Per	Org. Com	WP
Job Satisfaction	0,60	0,77	1,00				
Transformational Leadership	0,83	0,79	0,33	1,00			
Performance	0,42	0,66	0,43	0,13	1,00		
Organizational Commitment	0,59	0,77	0,46	0,04	0,41	1,00	
Work Environment	0,57	0,75	0,52	0,29	0,36	0,41	1,00

Source: Primary data processing results, (2016)

Table 4 shows that the mean value of \sqrt{AVE} The entire AVE construct of 0.65 to 0.79 is greater than the mean of intercellular correlations konstruk yaitu antara 0,36 sampai dengan 0,52 dan nilai AVE seluruh konstruk > 0,50 kecuali kinerja yang nilainya sedikit lebih rendah dari 0,05 yaitu 0,42, sehingga memenuhi syarat valid berdasarkan kriteria discriminant validity.

Table 5
Composite Reliability dan Cronbach Alpha Test

Construct	Composite Reliability	Cronbach's Alpha
Transformational Leadership	0,869	0,839
Work Environment	0,845	0,762
Organizational Commitment	0,813	0,702
Job Satisfaction	0,886	0,840
Performance	0,811	0,747

Source: Primary data processing results, (2016)

Table 5 above shows that the composite reliability value of all constructs has shown values greater than 0.80 so that it meets the reliable requirements based on the composite reliability criteria. While the value of Cronbach Alpha also shows the entire construct is higher than 0.70, so that of the two criteria have qualified construct reliability.

2. Inner Model Evaluation (Structural Model)

The structural model evaluation (Inner Model) is a measure to evaluate the level of accuracy of a model in the overall study, formed through several variables along with its

c. Composite Reliability and Cronbach Alpha A measurement can be said to be reliable, if the composite reliability and cronbach alpha has a value greater than 0.70. Composite reliability and Cronbach alpha is a measure of reliability between the indicator blocks in the research model.

indicators. In the evaluation of this structural model will be done through several approaches are: a) R-Square (R²), b) Q-Square Predictive Relevance (Q²), and c) Goodness of Fit (GoF).

a. Evaluation of Structural Model Through R- Square (R²)

R-Square (R²) can indicate the weakness of the effect caused by the dependent variable on the independent variable. R-Square (R²) can also indicate the weakness of a research model. According to Chin (Lathan and Ghazali, 2012: 85), the R-Square (R²) of 0.67 is a strong model, R-Square (R²) is 0.33 moderate, and R-Square (R²) is 0, 19 is a weak model.

Table 6
Evaluation of Inner Structural Model

Construct	R square
Transformational Leadership	
Work Environment	
Organizational Commitment	
Job Satisfaction	0,390
Employee's Performance	0,255

Source: Primary data processing results, (2016)

Table 6 above shows that the value of satisfaction R² is 0.390; based on Chin criteria (Lathan and Ghazali, 2012: 85), including moderate to strong criteria, that variation in job satisfaction can be explained by variations of transformational leadership, work environment and organizational commitment of 39.00 percent, the remaining 61.00 percent is explained by variations of variables other. While the employee performance has a R-square value of 0.255 or including moderate, meaning variation of transformational leadership, work environment, organizational commitment and job satisfaction able to explain the variation of performance that is equal to

25.50 percent 74.50 percent explained by variants outside the model that is not observed or researched in the research model.

b. Evaluation of Structural Model through QSquare Predictive Relevance (Q²)

Q-Square Predictive Relevance (Q²) is a measure of how well the observations performed give results to the research model. According to Lathan and Ghazali (2012: 85) are as follows: 0.35 (strong model), 0.15 (moderate model), and 0.02 (weak model). Based on these results the estimation model is included in the strong criterion, meaning that 54.60 percent of

endogenous constructing variations can be predicted by exogenous construct variations.

c. Evaluation of Structural Model through Goodness of Fit (GoF)

Goodness of Fit (GoF) is a measure of

overall model accuracy (global), as it is considered a single measurement of outer model measurements and inner model measurements. The strong criteria for weakness of the model based on the measurement of Goodness of Fit (GoF) according to Lathan and Ghazali (2012: 88), are as follows: 0.36 (GoF large), 0.25 (GoF medium), and 0.10 (GoF small) . (Tenenhaus et al., 2004: 175).

Table 7
Evaluasi Goodness Of Fit

Construct	R Square	Communality
Transformational Leadership		0,633
Work Environment		0,579
Organizational Commitment		0,596
Job Satisfaction	0,390	0,609
Performance	0,255	0,422
AVERAGE	0,323	0,568

Source: Primary data processing results (2016)

In the amount of $\sqrt{AR2 * A.Com} = \sqrt{0.323 * 0.568} =$ The calculation by GoF shows the value 0.428. From the 0.428 figure it shows that the research model belongs in a very good criterion to explain the variant variants (determinants of employee performance) observed in the study.

of PLS (Partial Least Square). Hypothesis testing in PLS analysis (Partial Least Square) using Bootstrap Resampling method developed by Geisser and Stone. In this hypothesis H_0 criterion is rejected is at the value of $\text{sig} < 0.05$ (or $t\text{-statistic value} > 1.96$ if the test with a significance level of 0.05. Results for each path between the variables can be seen in the following table:

F. Hypothesis Testing

1. Path Analysis and Hypothesis Testing

Next is the hypothesis testing in the analysis

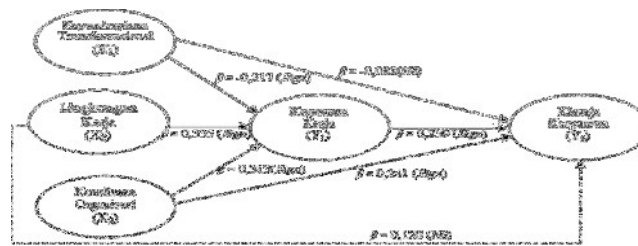
Table 8.
Path Analysis and Statistical Testing

Construct	Original Sample Estimate	t statistic
Transformational Leadership > Job Satisfaction	0,217	3,008
Work Environment > Job Satisfaction	0,335	3,217
Organizational Commitment > Job Satisfaction	0,313	3,514
Transformational Leadership > Employees' Performance	0,003	0,041
Work Environment > Employees' Performance	0,120	1,245
Organizational Commitment > Employees' Performance	0,241	2,767
Job Satisfaction > Employees' Performance	0,259	2,242

Source: SmartPLS Data Processing Results (2016)

As shown in table 8 for the path coefficient test results, the t-statistic value exceeding the critical value of 1.96 is stated significant and vice versa. Overall, the tstatistic value of the relationship between the two variables in table 8 shows a significant relationship on each of the relationships among variables in this research

model. This is evidenced by the t-statistic value of the relationship of both larger than the critical value 1.96. In Figure 3. The following diagram shows the relationship path between variables and the weight value of the relationship.



Picture 3
Line Chart of Hypothesis Testing Results

Based on table 5.14 and picture 5.2 above can be done proof hypothesis as follows:

H1: Transformational leadership has a significant positive effect on job satisfaction of Warmadewa University administration staff

The path coefficient between transformational leadership and job satisfaction has a negative effect of -0.217, and the relationship is significant at the 0.05 level because the t-statistic value greater than 1.96 is found to be 3.008; so Hypothesis 1 in this case is rejected because the findings of the results show a negative form of influence among transformational leadership on employee job satisfaction. These results prove that there is no positive influence between transformational leadership on job satisfaction of administrative employees at Denpasar Warmadewa University.

H2 : Work environment has a significant positive effect on job satisfaction of Warmadewa Denpasar University administration staff

Path coefficient between work environment with employee job satisfaction has a positive effect of 0.335 with significance of tstatistic value 3,217; so in this case Hypothesis 2 proposed in this research is accepted. These results prove that there is a positive and significant relationship between work environment with job satisfaction of administrative employees at Warmadewa University.

H3 : Organizational commitment has a significant positive effect on job satisfaction of Warmadewa Denpasar University administration staff.

The path coefficient between organizational commitment and employee job satisfaction has a positive effect of 0.313 and the relationship is significant with tstatistic value of 3,514, so in

this case Hypothesis 3 proposed in this research is accepted. These results prove that there is a positive and significant relationship between the Commitment of the organization with job satisfaction of administrative employees at Warmadewa University.

H4 : Transformational leadership has a significant positive effect on employee performance of Warmadewa University administration.

The path coefficient between transformational Leadership and employee performance has a negative effect of -0,003, and the effect is found to be insignificant with the tstatistic value of 0,041 <1,96, so Hypothesis 4 proposed in this research is rejected. In addition to the negative relationships found, these results prove that there is no positive and significant relationship between transformational Leadership and the performance of administrative employees at Warmadewa University.

H5 : Work Environment has a significant positive effect on employee performance of Warmadewa University administration

The path coefficient between the Working Environment and the employee's positive performance is 0.120 and not significant with the tstatistic value of 1,245; so Hypothesis 5 in this study was rejected because there is a positive influence but the nature of the influence is found not significant. These results prove that there is a positive influence between work environment with employee performance but there is no significant impact between influence Work environment with employee performance administration at the University of Warmadewa.

H6 : Organizational Commitment has a significant positive effect on employee performance of Warmadewa University

administration

The path coefficient between the Organizational Commitment and the employee performance has a positive effect of 0.241 and the relationship is significant with the tstatistic value of 2.767; so Hypothesis 6 in this research is accepted. These results prove that there is a positive and significant relationship between organizational commitment to the performance of administrative employees at Warmadewa University.

H7 : Job satisfaction has a significant positive effect on employee performance of Warmadewa University administration

The path coefficient between job satisfaction and positive employee performance is 0,259 and the relation is significant with tstatistic value 2,242 or above critical point of significance (1,96). Based on the above, Hypothesis 7 proposed in this research is accepted because there is a significant positive influence between job

satisfaction on employee performance. These results prove that there is a positive influence between job satisfaction with the performance of administrative staff at Denpasar Warmadewa University.

2. The Influence of Mediation Test

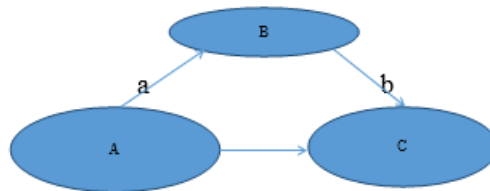
The influence of mediation analyzed included direct analysis and indirect effect of role of mediation Job satisfaction, by examination method. The mediation requirements in this analysis use Hair et al's criteria. (2010) below.

If a, b, and c are significant but the value of the direct coefficient $c < 0$ of b, then it is said partial mediation.

If a and b are significant, but c is not significant, then this is said to be perfect mediation.

If a significant and b are also significant, and c is also significant but the coefficient value $c = 0$, then it is said not mediation.

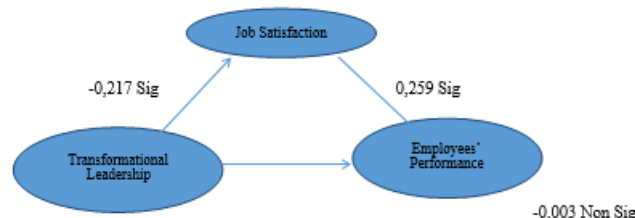
If a or b or both are not significant it is said not mediation



Picture 4
Theoretical Role of Mediation

Based on the calculation in Table 8 to find out the role of mediation of job satisfaction on transformational leadership on employee

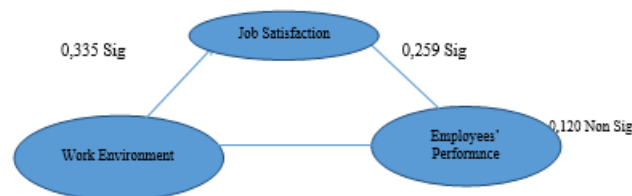
performance is further illustrated in Figure 5 below.



Picture 5
The Role of Mediation of Top Job Satisfaction Transformational Leadership On Employee Performance

Figure 5 shows that job satisfaction mediates the impact of transformational leadership on the performance of employees perfectly. Where the value (a) Sig - 0.217, (b) Sig 0.259 and (c) Non Sig - 0.003. This corresponds to the theory of the influence of mediation by the method of examination according to the criteria which states: If a and b are significant, but c is not

significant, then this is said to be perfect mediation.



Picture 6

The Role of Mediasi Job Satisfaction on Work Environment to Employee Performance

Figure 6 shows that job satisfaction can mediate the work environment to the performance of employees perfectly, where the value (a) Sig 0.335, value (b) Sig 0.259 and value (c) Non Sig 0.120. This corresponds to the theory of the influence of

mediation by the method of examination according to the criteria which states: If a and b are significant, but c is not significant, then this is said to be perfect mediation.



Picture 7

The Role of Mediasi Job Satisfaction On Organizational Commitment To Employee Performance

Figure 7 shows that job satisfaction mediates in part. organizational commitment to employee performance. Where the value (a) Sig 0.313, value (b) Sig 0.259 and value (c) Sig 0.241. This corresponds to the theory of the influence of mediation by the method of examination according to the criterion which states: If a, b, and c are significant but the value of the direct coefficient $c < b$, then this is said partial mediation.

employees will be able to reduce the level of job satisfaction employees perceived. This phenomenon is interesting, especially if it is associated with employees' job satisfaction that is more likely to be reflected on the satisfaction of good and supportive colleagues. So this inverse relation becomes an anomaly finding in this research. Both the application of transformational leadership and job satisfaction are perceived on average about the same, but the interrelationship between them show a pattern that is inversely proportional. In general, the findings of this study do not confirm from previous findings (Walumbwa et al., 2005; Griffith, 2004, Lok and Crawford, 2004; Ogbonna and Harris, 2000) where transformational leadership can have a positive, positive impact in shaping one's job satisfaction. The findings of this study imply that if the dimensions of job satisfaction reflect on being reviewed and tackled are not aligned with the antecedents or matters affecting job satisfaction itself then the pattern of influence can show different anomalies, as indicated in the findings of this study.

DISCUSSION

A. Result of Hypothesis

1) The Effect of Transformational Leadership on Employees' Satisfaction

Based on the results of data analysis, it is shown that there is a negative impact between transformational leadership and job satisfaction, but there is a significant relationship between transformational leadership and job satisfaction of administration employees at Warmadewa University. This proves that the transformational leadership style does not have a positive impact on employee job satisfaction. The research findings show that transformational leadership more reflected by the intellectual stimulation of a leader gives a significant impact on employees' job satisfaction but in the form of a negative influence. This means that the higher the transformational leadership perceived

2) Effect of Work Environment on Employees' Job Satisfaction

Based on the results of data analysis that has been done, where the results obtained that the work environment has an important impact on the formation of their satisfaction in carrying

out the work. The findings of the study showed that employee perception of the work environment showed an increase in cognitive capability, especially in terms of processing social information from the environment in which they work. The social information that emerges dominant about the existence of a good co-worker, supportive, and ready to be invited to work together to complete the task or work. In general, the results of this study support the findings of previous studies such as Rossberg et al (2004), Choi et al (2013). These results indicate that in general, individual perceptions of the work environment in which they work can have an impact on the level of perceived job satisfaction. So the research findings validate the positive effects among the working environment on employees' job satisfaction.

3) Influence Organizational Commitment to Employees' Job Satisfaction

Based on the results of data analysis that has been done, where the results obtained that the organization commitment has an important impact on the formation of their satisfaction on the job. The higher the existing organizational commitment, the administrative staff at Warmadewa University will tend to feel satisfaction with the work done. Employees with strong normative commitments will continue to join the organization because they feel they are adequate for life (Meyer et al, 1991). The relationship model between satisfaction and commitment can be reciprocal Elangovan (2001) or the relationship is mutual, and the relationship is strong. In general, the results of this study support the findings of previous research (Elangovan, 2001, and Tobing, 2009), where organizational commitment is important in impacting the formation of job satisfaction of an employee in an organization (William and Hazer, 1986; Curry et al, 1986).

4) The Influence of Transformational Leadership To Employee Performance

Based on the results of data analysis has been done, where the results obtained that there is a negative and insignificant influence between transformational leadership on employee performance. In this case it can be concluded that transformational leadership can not affect positively and significantly the level of productivity of employees. In general, the results of this study reject theories and previous empirical results (Pradhan and Pradhan, 2015; Bacha, 2014; Walumbwa and Hartnell, 2011) which state the importance of transformational leadership in impacting the performance of

employed employees.

The important findings of this study are in line with the empirical findings of Masi and Cooke (2000) which reveal that transformational leadership can not significantly affect the productivity levels of the individuals formed. In his meta-analysis, Wang et al. (2011) has explained the performance of followers in various criteria can be significantly influenced by transformational leaders. The concept of performance analyzed in this research that role-appropriate performance becomes one of the theoretical reasons why transformational leadership can not have an important impact on it.

5) The Effect of Work Environment on Employees' Performance

Based on the results of data analysis, it is obtained that the work environment does not provide an important impact on the formation of employee performance.

The findings show a positive relationship pattern, but the impact is not so important because it does not meet the significance of the critical value of the relationship pattern among the work environment on employee performance. In general, the results of this study reject the previous empirical results as conveyed by Choi et al (2013), that the positive perception of employees to their work environment can encourage the level of performance to be achieved, Nunung Ristiana (2012) there is a positive and significant influence of work environment employee performance, which means that the more comfortable the work environment will increase employee performance.

6) The Effect of Organizational Commitment on Employees' Performance

Based on the results of data analysis that has been done, the results show that organizational commitment has an important impact on the formation of the performance they produce. Emotional attachment, about the choice to remain in the organization, can drive an employee's performance level. The employee's need to stay alive is encouraging to keep showing positive behaviors in work.

The results of the study generally enrich the findings of Meyer and Allen (1997) who found a positive significant relationship between affective commitment and performance. This positive positive relationship was also found in normative commitment as investigated by Brown (2003), supported by research by Johnston and Snizek (1991), Meyer et al (1989), Preston and Brown (2004). The results of this

study support some previous research which states that organizational commitment has a positive and significant impact on employee performance (Melián-González, 2016; Pradhan and Pradhan, 2015). But in general, organizational commitment is a good predictor of the performance of employees individually (Suliman, 2002, Suliman and Iles, 2000, Yousef, 2000).

7) The Effect of Job Satisfaction on Employee Performance

Based on the results of data analysis, it is found that satisfaction has an important impact on the formation of the performance they produce. The impact is small in giving effect to form an employee's performance. Each individual has different levels of satisfaction in accordance with the value system applicable to him as defined by Kreitner and Kinicki (2003). The higher the assessment of the activities perceived in accordance with the wishes of the individual, the higher his satisfaction with the activity. In general, the results of this study rejected the findings of Dharmanegara, Sitiari, Adelina (2016) which revealed no significant influence relationship between job satisfaction on employee performance. On the other hand, the findings of this study support previous empirical theories and outcomes as presented by Iaffaldano and Muchinsky (1985), Ostroff (1992) who assert that employees will provide the best for the organization if they also get the best from the organization they work for. The impact of job satisfaction on one's performance was also found to be small according to the researchers (Iaffaldano and Muchinsky, 1985; Ostroff, 1992). So this research reveals the importance of job satisfaction role in encouraging the performance of administrative staff at Warmadewa University although the result is below (0,259).

Research Finding Research Variable

In transformational leadership variables, phenomenon occurred in the field, based on the results of perception of respondents, the highest score belongs motivation of inspiration, while the lowest score belongs individual consideration. When viewing it from the weight of factors reflecting about the transformational leadership variable, the the highest value of weight belongs Stimulation intellectual, in which it lays on the form of the leader's effort to raise the consciousness of subordinates to the problem and affect subordinates to view the problems through a new perspective. In other words, the result of respondent reflection on the

transformational leadership pattern is contrary to the existing practice in the field.

The average value of work environment is low, the highest value is addressed by system-oriented and people-oriented perceptions. While the level of object-oriented perception becomes low perceived. Judging from the weight of factors reflecting the work environment, precisely the system-oriented perception found most important. These findings provide information that despite the reality of the field that the work environment is shown the high application of people-oriented and system-oriented, but the most capable aspect to forming the work environment indicated by system-oriented perceptions are reflected by the workplace spatial arrangement to facilitate daily work activities undertaken.

For a review of organizational commitment, the normative commitment perceived most highly by respondents is to have the confidence to remain loyal to the organization they work for. While the lowest perception is in the continuous commitment that remains working in the institution today because it has little choice if you leave the job that you are doing now. This needs to underline why an employee is loyal to where they work and why they have little choice to work elsewhere if they leave the current job.

From the five variables studied in this study, the reality in the field showed that the performance of employees shares the highest average value the perception of respondents when compared with other variables. The average value of employee performance, which is addressed by the level of responsibility for the results of his work, is high,. While the level of discipline and absenteeism become perceived as low. Judging from the weight of factors that reflect employees' performance, the level of quality of work produced by employees is the most important thing that can reflect the performance of an employee.

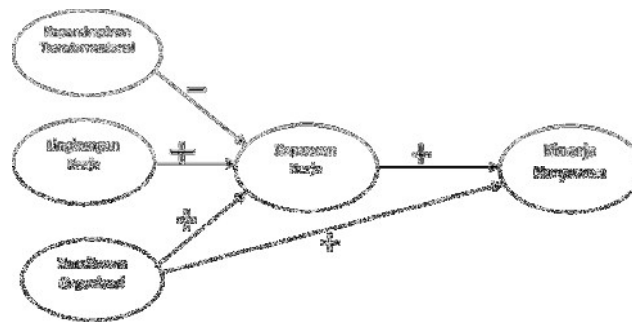
Job satisfaction is the variable that has the lowest average answer of the respondent's perception when compared with other variables. But from what is perceived based on facts in the field with what is felt in the mind of employees is the same, that is about the importance of having a good co-worker, supportive and easy to work with in the implementation of tasks and jobs.

Relation between Variables

In general, job satisfaction plays an important role, especially in strengthening the

impact of leadership, work environment, and organizational commitment to employee performance. As for the final model after the reduction of the path of influence that is in-

significant based on the results of research can be seen in Figure 8. as follows.



Picture 8
Final Obtained Model

Limitation of Research

Some research limitations can be drawn from research conducted to find out the perception of administrative staff of Warmadewa University in relation to assessing leadership style, work environment, organizational commitment, job satisfaction and employees' performance are as follows:

The results of this study cannot be generalized in other cases outside the object of research that is in the case of other universities. This is certainly different levels of perceived job satisfaction and performance generated by employees. So the case in this study cannot be generalized against all cases at the University.

The sample taken in this research is the administrative staff of Warmadewa University of Denpasar, but did not examine the whole of the existing administrative staff.

The research is done by using the respondent which of course there is still subjectivity besides also using self-assessment through distributed questionnaire which aims to assess the perception of the concept to be measured, but this does not reduce the validity and reliability of data obtained.

V. CONCLUSION AND SUGGESTION

Conclusion

This research was conducted by searching and collecting data through survey of administrative staffs in Warmadewa University, Denpasar. Where the purpose of this study is to determine the general effect of transformational leadership, work environment and organizational commitment to job satisfaction to improve employee

performance. Where the results of this study showed:

- 1) Transformational leadership has an important but negative impact on job satisfaction. The higher leadership transformational leader will decrease employee satisfaction level.
- 2) Work environment has an important impact on the formation of employee job satisfaction. The better the work environment reflected by system-oriented perceptions will increase the importance of employee job satisfaction.
- 3) Organizational commitment has an important impact on the formation of employee job satisfaction. The higher the existing organizational commitment, the employee will tend to increase the perceived job satisfaction.
- 4) Transformational leadership does not have an important impact on employee performance. The higher the transformational leadership can not at all have an important impact on employee performance.
- 5) The working environment does not have an important impact on performance. A better working environment can not drive immediate employee performance improvements.
- 6) Organizational commitment has an important impact on employee performance. The higher organizational commitment reflected by an organization's normative commitment within the organization can drive employee performance levels.
- 7) Job satisfaction has an important impact on employee performance. The more satisfied employees in their work will improve the

performance of employees displayed.

Suggestions

From the conclusions generated in this study and the limitations contained therein, there are several suggestions that can be conveyed as follows:

- 1) In particular leaders are advised to pay more attention to the transformational leadership patterns being applied. Leadership that is intellectual stimulating is not aligned with the processing of social information more perceived by employees. This is because employees are very appreciative of the pattern of social interaction, where they are very appreciative of supportive and easy partner to work together.
- 2) In the case of the work environment it is suggested to better organize the existing working environment condition because the indication that emerged in this research that gives the lowest value is the spatial arrangement in the workplace which gives space for interaction between the individual and the spatial arrangement in the workplace which is able to give ease to encourage teamwork. It is expected that with attention to the above will be able to improve the satisfaction and performance of employees.
- 3) This study only assesses the components of job satisfaction and employee performance seen from transformational leadership, work environment and organizational commitment. Further research is expected to explore other variables besides transformational leadership, work environment and organizational commitment that is able to influence its relationship with job satisfaction and performance.

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